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ABOUT THE COVER

The cover photographs depict two of the tank upgrade and overhaul capabilities of the Anniston Army Depot. Colonel (P) Robert L. Bergquist describes the depot's role in the Army Tank Program in his article beginning on page 3.

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The mission of ARMY LOGISTICIAN is to provide timely and authoritative information on Army and Defense logistics plans, policies, doctrine, procedures, operations, and developments to the Active Army, Army National Guard, U.S. Army Reserve, civilian employees of the Army, and the public. ARMY LOGISTICIAN is published to increase knowledge and understanding of logistics and assists in accomplishing the information objectives of the Department of the Army.

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According to General Clarke—

A Concept for the Modern Volunteer Army

General Bruce C. Clarke, USA (Ret.), wrote *Army Logistician* magazine recently to suggest a list of fundamentals that the soldier has a right to expect from his leader and that the commander has the right to expect from higher commanders and their staffs. General Clarke contends, "We cannot produce outstanding units from the ordinary run of personnel whom we enlist under the Modern Volunteer Army concept unless we train, coach, and develop our squad leaders, platoon sergeants, and platoon leaders to look after the men in their units and mold them into proud and winning teams under the direction of good commandship from above."

General Clarke distinguishes between leadership and "commandship." While all officers and noncommissioned officers are expected to be good leaders, commandship is restricted by law to those who are assigned to positions with the official title of "commander." The following are General Clarke's fundamentals for leadership and commandship.

The soldier has the right to expect from his leader—

- ☆ Honest, just, and fair treatment.
- ☆ Consideration as a mature, professional soldier.
- ☆ A personal interest as an individual.
- ☆ Loyalty.
- ☆ Immunity from harassment from "higher up."
- ☆ All the comforts and privileges practicable.
- ☆ Orientation on the situation and to be told the "reason why."
- ☆ A well-thought-out program of training, work, and recreation.
- ☆ Clear-cut, positive decisions and orders that are not constantly changing.
- ☆ Consideration in placing demands upon him commensurate with his capability—not too small, not too great.
- ☆ Recognition for his good work, with publicity about it when appropriate.
- ☆ The best in leadership.

A company or battalion commander has the right to expect from higher commanders and their staffs—

- ☆ Counsel for honest errors, but forgiveness at least once in the interest of developing initiative and leadership.
- ☆ Responsibility for his own unit and to be allowed to develop it with only essential guidance from above.
- ☆ A helpful attitude toward his problems.
- ☆ Loyalty from above.
- ☆ Immunity from the needling of unproductive "statistics" competitions among like units.
- ☆ Anticipation of his unit's needs and provisions to be made for those needs.
- ☆ Orientation on the missions and situations of the unit above.
- ☆ A well-thought-out program of training, work, and recreation.
- ☆ Timely, clear-cut, positive orders and decisions that are not constantly changing.
- ☆ Integrity of his tactical units being maintained in assigning essential tasks.
- ☆ Measurement of his success by his unit's ability to perform its entire mission, not by performance of one or two factors.
- ☆ Recognition and reward for good work of his unit in a way that will motivate the greatest number of soldiers to do well and to seek further improvement.
- ☆ The best in commandship.

